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ABSTRACT

This book discusses changes in United Kingdom universities such as, expansion, diversification and revised expectations and their impact on university organization. The key dilemma is felt to be how to recover and nurture a shared sense of purpose between those who manage and those who deliver a curriculum under social and economic pressure. The book elaborates on the concerns and interests of all stakeholders and suggests practical ways to meet these concerns. Part 1, "The Changing Context," presents three papers with the following titles and authors: "Setting the Scene" (Peter Scott and David Watson); "Managing the Curriculum: Roles and Responsibilities" (Peter Scott and David Watson); and "Changing the Subject: The Organization of Knowledge and Academic Culture" (Robin Middlehurst and Ronald Barnett). Part 2 is titled "Managing the University: Institutional Heads" and includes "The Institutional Compact" (Roger King) and "Living with Ambiguity: Some Dilemmas of Academic Leadership" (David Watson). Part 3, "Managing the Curriculum: Middle Managers and Lecturers," provides three papers: "Educational Development" (Dai Hounsell); "A Course Leader's Perspective" (Mary N. Haslum); and "Curriculum Change and Professional Identity: The Role of the University Lecturer" (Jean Bocock). The final section, "Facing the Future," offers a paper titled "Common Cause: Prospects for Renewal" (Jean Bocock and David Watson). (Each paper contains references.) (JDD)

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